

ONLY

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Establishment of a CIA
Family Liaison Service

FROM:

EXTENSION

NO.

DATE

29 October 1979

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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19 October 1979

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : John McMahon, DDO
[redacted], CMS/DDO
[redacted] EEO/DDO

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FROM : Federal Women's Program Board

SUBJECT : Establishment of a CIA Family
Liaison Service

1. Action Requested: The Federal Women's Program Board (FWPB) recommends that a Family Liaison Service (FLS) be established to respond to queries with specific information or referrals to other CIA, Community, or other government offices. This FLS will serve on a one-to-one basis for all family members and all CIA employees, single or married.

The FWPB believes that providing an Agency-wide information service will not only benefit Agency employees/dependents by giving them information with which to handle problems imposed upon them by a transient life but also will support the CIA mission by addressing problems such as employees' immobility and inadequate utilization of spouses' skills. (See Tab A)

2. Background: The Federal Women's Program Board has determined through extensive research including approximately 250 interviews that there exists a genuine need to provide CIA employees and their dependents with a great variety of family-related information. This material is necessary for them to further adjust to foreign environments and ease their return stateside. Currently this information is not provided or provided incompletely or inaccurately. (See Tab B)

Two such offices have been established - one at the State Department and a limited Family Liaison Office in the CIA Office of Communications. Both have been very effective. The FWPB believes that the CIA effort must be extended to provide a similar information channel to encompass the entire Agency. FLS will not only provide benefits - both professional and personal - to CIA employees but also will benefit the Agency as a whole.

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Specific details as to costs, staffing, and benefits of an Agency FLS are presented in Tab C. The rationale in Tab A for an FLS represents the research of both the FWPB and Ms. Sussman, contract psychologist with the Office of Medical Services.

3. Recommendation: The FWPB requests that an FLS be established as soon as possible. The Board is willing to give its research, time, and effort to help establish the Family Liaison Office.

Attachments:

a/s

APPROVED:

✓ Deputy Director of Central Intelligence

DISAPPROVED:

Deputy Director of Central Intelligence

DATE:

19 DEC 1979

cc:

[redacted], Manager
Federal Women's Program

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APPENDIXES

- Tab A - Discussion
- Tab B - Memorandum from CIA Contract Psychologist
- Tab C - Staffing and Cost-Benefits
- Tab D - Arguments Against A Family Liaison Service
And FWPB Responses
- Tab E - List of Identified Information Needs
- Tab F - Memorandums of Support
- Tab G - Supporting Information Provided by an
Instructor in the Current CIA Dependents'
Briefing Program
- Tab H - Two Successful Family Liaison Offices
- Tab I - Report by the Family Liaison Committee
- Tab J - Report by the Forum of the Association of the
American Foreign Service Women
- Tab K - Supporting Information Provided in the Report
of the Working Group on Working Married Couples
- TAB L - Newsweek Article on Family Services



Discussion

Survey of CIA Need: Because the Association of American Foreign Service Women (AAFSW) conducted an extensive survey--literally worldwide, involving thousands of replies--prior to the establishment of the State Department Family Liaison Office (FLO), the FWPB sought not to duplicate this survey but within very limited parameters of time and manpower and the requirements of security to gather information specific to CIA from staff members and non-Agency employed dependents through individual interviews, directorate-working-group seminars, and working lunches involving FWPB members and newly-returned or departing spouses. The resulting information was compared to the results of the State survey, "Report on the Concerns of Foreign Service Spouses and Families," March 1977. Some concerns of Foreign Service dependents were identified as current and relevant to the experiences of Agency/employees/dependents. Other problems were found to be unique to CIA service.

Recommendation for Family Liaison Service: On the basis of this survey, the Federal Women's Program Board recommends the establishment of a two-way communication channel addressed to the needs of CIA dependents and single employees assigned abroad or returning stateside. The FWPB strongly supports the implementation of a Family Liaison Service that can respond to a wide range of questions by providing specific information or referrals to community services, other CIA offices, and other government agencies. Up-to-date files will be maintained so that much information procured for preceding clients can be provided immediately accessible to dependents without security clearances who otherwise are refused admission to Agency buildings, and it will service all family members. As the concerns of employees are identified, they can be transmitted to management for mutual solution.

Identification of CIA Need: The FWPB survey found that inadequately prepared CIA employees/dependents encounter strains on their family life because of foreign-culture shock, terrorism, negative US image abroad, and diminished economic benefits due to worldwide inflation. Upon their return stateside, they again face adjustment problems due to the increased pace of daily living, and the rapidly changing US culture. These unanticipated adjustment problems can cause severe stress to family members.

Such stress diminishes employees'/dependents' ability to cope, resulting for employees in 1) decreased professional effectiveness, substantial numbers of returns short of tour, 2) increased reluctance to accept overseas assignments, and 3) increased numbers of resignations or separations from service; and for families, a rising incidence of divorce and separations, as well as early returns from overseas tours. While divorce and other family problems may be considered personal and private matters for Agency employees and their dependents, the results in decreased employee effectiveness are the concern of the employing agency.

Need for Specific Information: Under the present system, information tailored to an individual family's needs is often lacking. Information needs are complex for an American family accustomed to every modern convenience that must adjust to the simpler, tradition-bound cultures of Europe or the stark living standards of developing countries of Africa, Asia, and Latin America. Often, families have special needs, such as those of a handicapped child or a wife with an established profession. The questions of a married career officer with several children are very different from those of an unmarried clerk-typist. The type of cover assignment--diplomatic, commercial, military--drastically modifies information needs. An administrative division encompassing as many as 30 countries cannot maintain the large, timely fund of detailed information about each country that families/employees need to adjust to new locales with minimum stress and a minimum loss of effective staff time.

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Need to Ease the Period of Adjustment: A need exists to ease and shorten the period of adjustment after a change of station of all family members, as well as for single staff members by providing information that they need to function effectively. As an information channel, a CIA Family Liaison Service (FLS) would not provide solutions to family problems

but rather would aim to provide specific information in response to specific questions or to provide sources for such information in order that staffers and their families can make their own best decisions on personal and family matters. This information provided during transition periods would help all individuals achieve their personal and professional goals within the limits of their environment at home and abroad, as well as meeting their Agency responsibilities of security and cover. Such information could be the basis for turning family members into assets rather than handicaps for staff members in their professional assignments. By improving the quality of family decisions, such information could assist in assuring the overseas survival of Agency family units, as well as single employees.

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Need to Increase the Number of Mobile Career Employees:
Because many families depend on two incomes, information about jobs for dependents would encourage more families to take overseas assignments. In some cases with knowledge that special family needs, such as physical therapy or remedial education, will be provided for, employees/families will make decisions to serve abroad. Reduced stress during preceding foreign tours will also persuade more families to continue to serve overseas.

Need to Improve Efficiency: The current system's method of providing information to only one member of the family unit, the employee/head-of-household is inefficient. He may have to return several times to the same office or search out which of several offices in or outside the Agency can provide answers to his questions during the busy time when he is winding up one job, training and processing for another. Often answers are incomplete. Queries to the field may be ignored, answered inadequately, or given such low priority that there is no response before the employee's departure time. Maximum return on the expensive administration staff time used

to gather the information can be lost since the information, once obtained, may not be used again. Through referrals, compilation of information, and staff expertise, an Agency-side FLS can provide answers to a wider range of questions, questions often left unanswered under the current system. An Agency employee and his family can find in one location, through a minimum number of contacts, information that the employee now seeks--often unsuccessfully--in a series of visits and several locations. By providing information quickly and conveniently from a variety of CIA, Community, and other government agencies' offices, a FLS can save time for employees and help to eliminate frustrations of family members. Once obtained, much information can be added to FLS files, kept undated, and reused.

Need to Serve Lower-Level Employees: Examples of employees who are not getting necessary information include the ops support assistant going out on a first assignment, the clerk-typist newly arrived in Washington from a small, Midwest town. These and other inexperienced employees are often hesitant to take the time of busy, higher-grade administrative officers or they are given minimum interview time. They may be ignorant of what questions to ask, what information they need to know. A FLS staff geared to provide information on a one-to-one basis can give the information requested by the junior employee, as well as offer guidance on topics the staff has identified as essential.

Need to Reduce for Emergency Assistance: Based upon the information available and specific to their families' needs prior to their departure for a foreign assignment, some employees may make the decision not to go abroad. Undoubtedly these employees will include those with families reluctant or hesitant to face difficult assignment, families without the mind-set necessary for successful adaptation to foreign challenges. Still, other employees will be better prepared to meet the tasks ahead, thus reducing their chances for failure. And some employees, previously reluctant to meet a foreign assignment with too many family-related questions remaining unanswered, will make the decision to become mobile. The Agency will benefit, the FWPB believes, by reducing the numbers of dependents and staffers needing emergency evacuation and crisis treatment (both expensive processes that can be seriously damaging to the success of the Agency's overseas mission).

Need to Improve Employees'/Dependents' Morale: Establishment of a FLS would demonstrate the Agency's recognition that dependents are worthwhile, responsible members of the CIA team. Cooperation of all members of family units is essential for maintaining security with cover limitations during the long and often difficult years of overseas assignments.

Need to Reflect the Changing Role of Women: The changing role of women in American society is adding urgency to the need for change in the current method of providing information to CIA's transient families. As American marriages typically become a pay check partnership (particularly the well-educated wives of the intelligence, well-educated career officers the Agency aims to recruit) both spouses expect to assume more responsibility in making decisions for the family unit. Recognition by CIA of this changing female role is basic to recognition that the free exchange of family-supportive information with dependents is vital to maintaining a mobile cadre of high-caliber career officers (both male and female) and, in turn, to the successful fulfillment of CIA's mandated mission.

Need for Dependents to Communicate with CIA: Both the report by the Association of American Foreign Service Women (AAFSW) and the FWPB survey identified a need for an information flow from dependents to the agency employing their heads-of-household. An increased awareness of dependents' concerns by CIA is necessary to foster a new and more productive relationship.

Need Reduce Demands for Logistical Support: With more accurate assessment of their needs abroad, an Agency family or single employee could procure and include in an initial shipment of household effects a maximum number of the basic items that they will need overseas. Purchases made at stateside prices generally mean substantial savings to the employees/dependents and eliminate the personal stress of doing without essential goods.

Need to Help, Maintain Comfort and Health for Employees/Dependents: Adequately informed, they can take across-the-counter medications such as antihistamines and the antibacterial soaps so necessary in tropical climates, supplies for regimens of allergy injects, or the names of medical professionals sufficiently skilled to carry on orthodentry or physical therapy programs already begun. These are only a few of the many health maintenance needs identified in the FWPB survey.

Need to Minimize Setbacks and Ease Transition for School Age Children: School supplies procured in advance of departure can equip parents to tutor their children along the way and during the first weeks of a new tour until the youngsters are enrolled and adjusted in new schools.

Need to Provide Financial Benefits to Employees/Dependents:

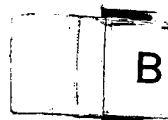
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Knowing

more about overseas posts, families would avoid inappropriate purchases, and make a maximum number of purchases at stateside prices.

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MEMORANDUM TO:

[redacted]
Office of Medical Services

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FROM:

[redacted] Chairman, Federal Women's
Program Board

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RE:

[redacted] s Memorandum, "Changing Role
of Women"

STAT

DATE:

3 October 1979

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The Federal Women's Program Board requests a copy of---and permission
to use---the memorandum prepared in 1976 [redacted] "The Chang-
ing Role of Women."

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The Board wishes to include this memorandum in its report to John McMahon,
Deputy Director for Operations, and Don Wortman, Deputy Director for
Administration, recommending that a Family Liaison Service similar to
that of the US State Department be established for CIA. In her memorandum
[redacted] identifies services that would benefit Agency dependents, as
determined through her work with CIA families. Because these are similar
to those the Board is recommending that an Agency FLS provide, the
inclusion of this memorandum, the Board believes, is appropriate and
supportive to its report.

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[redacted]
Federal Women's Program Board

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[redacted]
Family Liaison Service Study Group

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cc.

[redacted]
DDO Ad Hoc Working Group

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[redacted] Manager,
CIA Federal Women's Program

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4 October 1979

MEMORANDUM FOR: [redacted]
Chairman, Federal Women's Program Board

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FROM : [redacted]
Chief, Psychiatric Division
Office of Medical Services

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SUBJECT : [redacted] Memorandum, Dated
30 November 1976, Re: The Changing Role
of Women

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1. A copy of [redacted] memorandum was forwarded
on 3 October 1979, prior to the receipt of your request.

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2. The Psychiatric Division is pleased to forward
[redacted] observations, which she as an individual has
made, although they do not necessarily represent a
Medical Office position.

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This Document Is Not Classified

30 November 1976

MEMORANDUM FOR:

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FROM :

With the changing role of women which has been a slow but steady ascent toward individuality and self, unlike the supportive traditional role of the past, I predict a monumental change for married male employees who receive overseas assignments.

The change could have serious adverse effects on the Agency's overseas performance unless planning and action are taken in advance.

This memo is an exploration of positive ways to respond to the changing role, based partly on data received from interviews with Agency wives and Agency personnel, and my own personal and professional interest in the subject.

Interviews with personnel were informative and interesting. One said how pleased she was that someone was interested in Agency wives, because the problems they face overseas are numerous and difficult; there is a general feeling that the wives' position is apparently discounted.

The following thoughts resulting from the interviews may be helpful in formulating plans and any necessary action:

1. When the Agency sends a married male employee overseas with his family, the entire family is involved in the employee's representation of the country and the cover organization (and in some ways, the Agency). In many cases the wives unofficially assist their husbands in performing operational tasks at no pay.
2. The pay scale is discriminating and poor to Agency wives who become contract workers. Provision should be made for wives who already have Civil Service rank of staff status to work overseas as staff, not as contract employees. As staff they can

Done

maintain their status, transfer it overseas, and transfer it back. Whether as staff or contract wives, work should be paid fairly. Otherwise there is an exploitive implication that wives feel. Perhaps one day the Agency may have to pay wives to accompany their husbands overseas!

3. Wives are beginning to refuse to entertain overseas. For example, one way a family worked out the problem was when husband entertained at home, wife left for the evening. Husband took guests out to a restaurant at other times.

4. Wives are beginning to say in response to a two year tour requirement: "Goodbye, I'll be here when you get back." They have established their careers and refuse to abandon them. As time progresses, it will probably be even rarer to find wives without careers of their own. Our culture is now urging women to "do their own thing", to be responsible to themselves and to shed their dependency.

5. Pill popping and alcohol are common overseas problems for women. While there are similar problems here in the States, these problems are often magnified overseas. We can wait for and accept the obvious repercussions in time, or else try to avoid them through a combination of screening, orientation, and overseas employment.

6. Husbands (employees) going overseas have less of an adjustment than anyone else in the family because he is going to a piece of the Agency transferred. [REDACTED]

[REDACTED] The enormous adjustment is for wife and children. They do not have the structure their husbands (and fathers) have, and therefore must make a total adjustment. For wives who have left good jobs and all that is familiar, one can easily see the problems that may ensue.

7. "Post reports" should be written largely by the wives of post heads. The information would be more realistic, addressing itself to clothes for the climate, and special information that wives settling a household would appreciate and need.

9. The overseas orientation program doesn't always reach wives; it is only available to those wives whose husbands communicate the schedule.

10. The notion of fostering dependency if we cater to overseas personnel has been raised. Actually, some dependence is going to work to the Agency's benefit. There is a certain profile of a career Agency person - dedication, service, allegiance, etc. We wish to retain and attract more people with that profile, which itself suggests interdependence, with both the Agency and the person having some mutual dependence. Why not look at some dependency as preventative and humane, rather than as dependency which carries with it negative overtones.

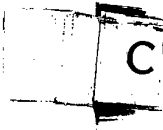
11. The question of "invasion of privacy" of an employee's family is always raised. However, when one spouse is hired, the entire family is involved, especially if the family goes overseas. The potential danger to the family could outweigh the risks associated with the "privacy" threat. Moreover, the Agency has already clearly involved itself in the lives of an employee's family members when it:

a. Makes the necessary and unusual demands on the employee in both his regular job activities, plus any overseas moves and travel.

b. Undertakes initial and subsequent security investigation of both employees and family.

The aforementioned material is made in an effort to stimulate thoughts and ideas about how the changing role of women may affect male Agency employees, and to suggest some changes.

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Social Worker



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1. The Family Liaison Committee recommends that the DDO assign four positions from its current pool of vacant operations officer positions to the Office of Medical Services to provide staff for two Agency FLS offices. It is recommended that the slots remain with the DDO and that the positions be assigned to OMS for administrative purposes only. The FLC recommends that the DDA approve hiring two part-time contract employees at the GS-03 to GS-05 level to provide a total of one man-year in clerical support divided between the two offices.

Required Space

2. Two small offices--one in Headquarters and one in the Ames Building 1/--are recommended. They should be located near the Office of Medical Services to be easily accessible for employees/dependents processing for new assignments and to utilize the reception areas to which dependents without security clearances already have access.

3. A minimum amount of secure storage is required. Since much of the information to be provided will be overt and a substantial amount of work is to be referred to other Agency and community services, a minimum amount of information--still less that is classified--will need to be stored.

Costs

4. Personnel cost is estimated to be five man-years for the first year. Grade levels for the professional staff should range from 7-13 2/ and the two part-time clericals, GS 03-05. Space costs will be minimal as the two small

2. This range of grade-levels is suggested as suitable to deal with professional staff throughout the Agency. The grades are not so high, however, as to eliminate as qualified applicants dependents who have been abroad for some years.

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offices will be adjacent to already established reception areas. Eventually, as informational needs are established, some simple printing projects can be anticipated, such as color pamphlets and folders on topics such as local schools, interim housing, etc. 1/

Benefits

5. Balancing costs will be substantial benefits from the anticipated reduction in the number of families returning stateside short of tour, the smaller number of people requiring emergency evacuation or crisis care, and the increased number of families available for overseas rotation. Another benefit is the increased efficiency of mobile staff members able to concentrate more fully on their professional assignments. Other benefits will be the man-hours of professional time saved as dependents take over the information-gathering assignment, the increased efficiency of the information gather process itself as a fund of common knowledge is accumulated and administrative/logistical/training staffs have fewer requests for difficult-to-obtain information. These benefits will be increased if job placement and contract guidance is given to dependents through the Family Liaison Service. By expediting a second income to family units, undoubtedly more families will be willing to accept over-seas assignments.

Suggested Procedures

6. Check-out procedures for employees and their dependents assigned abroad or returning stateside should include a stop at one of the Family Liaison Service offices in Headquarters or at Ames. In this way many of the current problems of communicating with a dependent spouse will be avoided. These include the fact that many wives are working, others have small children and can't get away for a week or even a few days

As a result, courses scheduled for spouses are frequently cancelled because of lack of response so even the few wives who could have come to class receive no training. One-to-one conferences between FLS staff and

1. This will be worded carefully to avoid suggesting 1) that they are recommended by CIA and 2) that their staff members are cleared and witting. An example of such a pamphlet is the list of centers for aiding women in crisis situations. This pamphlet is now being prepared by the FWPB with the support of OTR and OMS.

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dependents will establish the basis for continuing communication, provide answers to specific questions and suggested referrals, as necessary. Succeeding communication can be by telephone, additional conferences, or correspondence from the overseas post.

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7. The CIA Family Liaison Service can call upon an informal support network of Agency personnel stateside and abroad to update post reports, to answer individual queries by telephone or letter or through CIA communications channels. Through formal liaison, the FLS can tap an information network in other agencies--the State Department FLS and Skills Bank, the Foreign Service Institute, the Association of American Foreign Service Women--to obtain easily and efficiently complete and up-to-date information vital to the successful overseas adjustment and return stateside of Agency employees and their dependents. Once the information is gathered, it can be used, with updating, for other dependents. The question of one family will indicate areas of information needed by another family; these facts can be pointed out to succeeding families with similar assignments.

25X1 8. Consideration can be given to building a peer support system--at stations and in this country. An interviewee [redacted] suggested a "buddy system." The AAFSW has established a hospitality committee to assist dependents newly arrived or accompanying spouses on TDY assignments. Dependents medically evacuated to this country or home on other personal or family-related emergency leave are particularly needy.

Suggested Information Materials.

9. Some nonclassified handout materials--printed, cassette, and other audio-visual aids--should be prepared. Suggested topics useful to returnees include: convenient and modestly priced motels/hotels for temporary housing, community medical services, public and private schools, and a list of responsible baby sitters so that parents can get on with family business, including training courses for dependent spouses. For dependents going overseas, topics could include ways to identify and handle culture shock, basic vocabulary of the language guidance on maintaining family health of the country of assignment. Loose-leaf

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pages could be prepared to update post reports.

While not providing recommendations, descriptions of any services should be specific to dependents' needs beyond that provided in telephone books. Services should be grouped by community area; schools should be identified as providing the kinds of remedial work required by students who have attended a variety of foreign schools, missing essential basic studies.

10. Other materials for transient families could include reading lists on the country of assignment, language tapes and records, checklists for preparing household goods for shipment, and guidance on maintaining family records such as medical histories, school reports, and lists of valuables for insurance purposes.

Required Expertise for FLS Staff

11. The essential expertise required for each staff member is a sensitivity to the demands a transient life places on other family members as well as on Agency employees. This expertise can only be gained through personal experience in one or more tours abroad. Each FLS staff member should be generally knowledgeable about the mission of the Agency, its operations, and how it is organized. Skills should vary with individual staff members, but each office staff should include as broad a spectrum as possible of training in communication, psychology, and education. Communication skills should include verbal-ranging from effective one-to-one communication to group presentations--and visual, creating, designing and writing informational publications and other audio-visual materials. Organizational and interpersonal relations skills should be demonstrated, for example, by volunteer experience in community programs. Specific expertise can be obtained from headquarters staff regarding personnel procedures, financial guidance, language and other training and medical services, including psychological evaluation.

FLC interviews determined that many dependents are willing to volunteer their services. Within the limits of security, these people should be recruited to staff community relations desk providing basic community information and referrals. 6/

6. State Department provides a similar service in its Foreign Service Lounge where its information desk is manned by dependents and Foreign Service retirees.

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ARGUMENTS AGAINST A FAMILY LIAISON SERVICE AND FWPB RESPONSES

1. During its survey, the FWPB interviewed several professional staff members who were negative to the concept of a Family Liaison Service. Their arguments--and responses by the FWPB--are as follows:

2. Establishing an FLS would be pampering and coddling employees. An FLS provides a fast, efficient channel to provide to staff members and their dependents all the information that they need to make their own well-founded decisions on family matters. Much of this information is not currently obtainable.

3. All necessary information is already provided through Agency administration, training, and medical officers. Interviews with dependents and employees show that this statement is not valid. Among the information areas identified by interviews as particularly deficient were education, recreation, health maintenance, employment for dependents, and teenage activities.

4. An FLS would be just another layer of bureaucracy. An FLS would not supersede or duplicate other offices but rather would supplement them as an efficient channel of information providing referrals to already existing services and a wide assortment of information not available under the present system.

5. Establishing an FLS would be an invasion of privacy, impinging on the rights and responsibilities of the head-of-household. The FWPB believes that the FLS would better serve the modern marriage partnership (in which two adults assume mutually supportive roles) than does the present system of providing limited information needed by families only to the employee/head-of-household. The Office of Communication FLO estimates that only 20-30 percent of married employees carry information home. When dependents are contacted directly, over 95 percent state a need and desire to utilize the service. The FWPB has determined that lower-level clerical employees often go without necessary information because they are reluctant or unable to ask questions of a higher-grade administrative officer.

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6. Cables to the field provide all necessary information. Many employees going abroad for the first time are unaware of the information they need to obtain to function successfully in their new assignment. This is equally true for employees/dependents returning stateside after several years. The servicing of "family concern" cables to the field is given priority below that of cables of operational interest. Query recipients may be unknowledgeable or disinterested. Delays in answering beyond the departure day of the employee may occur. There are too many employees and too many questions to get all the necessary answers through communication channels already overburdened with operational messages.

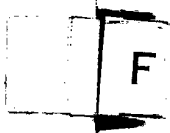
7. Establishing an FLS would lead to breaches of security. The FWPB believes that security will be improved. Because many questions will have been asked by--and answered for--an Agency family's predecessors, the FLS will be able to provide in a single interview answers to many questions from its established fund of information. This will eliminate a series of visits outside the Agency in which queries posed through basic ignorance can "blow cover" easily. By informing staff members and their dependents [REDACTED]

[REDACTED] the FLS can prepare them to assume their new responsibilities unobtrusively, with minimum stress and exposure risk.

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Federal Women's Program

NFAC Working Group

23 October 1979

MEMORANDUM FOR: Federal Women's Program Board
Central Intelligence Agency

FROM : NFAC Working Group
Federal Women's Program

SUBJECT : Support for a "Family Liaison Office"

1. The NFAC Working Group strongly endorses the creation of an office in CIA to assist employees and dependents in preparing for tours overseas. The concept as described in an oral presentation to the Working Group is a sound one that deserves attention at the highest level of the Agency.

2. The service to be provided by such an office would be especially beneficial to NFAC employees who, unlike many of their counterparts in other directorates, are often unaccustomed to life abroad. They frequently require more detailed information and a reliable referent to provide it than is currently available. This will become increasingly more important as NFAC acquires additional slots overseas, as has been projected.

3. The Working Group looks forward to this proposal becoming a reality. It will undoubtedly provide a service to many that is long overdue.



Chairman, NFAC Working Group

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MEMORANDUM FOR: Federal Women's Program Board

FROM: Chair, DDO Ad Hoc Women's Working Group

SUBJECT: Family Liaison Service

The ad hoc working group of DDO women supports the concept of a Family Liaison Service, a two way informational channel through which CIA employees and their dependents may 1) obtain the information they need to make a successful adjustment to assignments abroad and upon returning to the U.S. and 2) make known to management their concerns regarding foreign service.

DDO women support you in requesting that two offices, one in Headquarters and one in Ames Building, be made available for Family Liaison Service use for non-staff-employee members of Agency families as well as for employees processing for reassignment. The offices should be staffed by personnel with overseas experience.

The Family Liaison Service can help provide the broad range of information not currently readily available - such as on housing, recreation and schooling, language training and foreign studies. It can also serve an invaluable function of providing job information for Agency-employed spouses who face the prospect of resigning in order to accompany the other working spouse overseas.

DDO women recommend that a Family Liaison Service be established as soon as possible, both to serve the needs of individual employees and their dependents and to advance the CIA mission overseas by helping make it possible for our employees to function more effectively in their professional endeavors.

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24 October 1979

MEMORANDUM FOR: Agency Federal Women's Program Board


FROM: DDS&T Federal Women's Program Working Group

SUBJECT: Proposed Family Liaison Service

A majority of the membership of the DDS&T Federal Women's Program Working Group supports the concept of a family liaison service in the Agency. They feel a need for additional assistance to employees and their families who are posted overseas and think that some services should be extended to new Agency employees and those being relocated within the United States. Particular problem areas noted include: finding out what materials, furnishings and consumer goods will be available at the new post; informing spouses about conditions in the country; obtaining ready information and speedy reservations for temporary housing upon a family's return from abroad; getting data on relocation allowances.

The only qualifications suggested by Working Group members concerned administrative details of such a liaison service. Channels and personnel for such a service may already exist, but there is a definite need for better coordination of these channels. There is also an appalling lack of information for new employees who are not yet on board.

STAT


Co-Chairman, DDS&T Federal
Women's Program Working Group

26 October 1979

MEMORANDUM FOR: Federal Women's Program Board

FROM : DDA Working Group
Federal Women's Program

SUBJECT: : Support for a CIA Family Liaison Office

As described in an oral presentation, such an office would have files of data compiled from returnees and from the staff members of CIA and other Federal government and local community agencies. Employees and family members would be provided with information that is essential for their successful adjustment during foreign tours and upon their return stateside. Because many answers would be available in one place, CIA Headquarters staff time would be saved and frustrations avoided for departing and returning employees and their families.

The DDA Working Group recommends that this concept be implemented as soon as possible and will provide its support, as it is called upon. The DDA Working Group recommends that when this office is established that it cooperate with the Family Liaison Offices already established by the US State Department and the CIA Office of Communications.

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DDA Working Group

MEMORANDUM FOR THE RECORD

SUBJECT: Family Liaison Service Discussion at FWPB
Meeting, August 1979

1. The Federal Women's Program Board recommends that a Family Liaison Service be established to serve the informational needs of Agency families assigned overseas and returning stateside. The current system of providing information to an Agency employee as head of household is inadequate because it is inefficient and the information provided too often is out-of-date or incomplete. Relying on communication of a single family member means that many of a family's questions go unanswered.

2. The FWPB recommends that two small offices be established adjacent to the Agency medical service offices. This location would be convenient for non-cleared family members processing for tours abroad or returning home. These offices should function as a clearinghouse for all the information needed by family units to ease with minimum stress their adjustment to new environments on topics such as schools, housing, recreation, foreign culture studies, and health maintenance.

3. They should coordinate information/services already provided by the Communications Office, the State FLO. They should supplement, but not supersede, services now provided by Agency offices for administration, logistics and training.



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REPORT TO THE
FEDERAL WOMEN'S PROGRAM BOARD
BY THE
FAMILY LIAISON COMMITTEE

October 1979

Chairman STAT

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SYNOPSIS

The Family Liaison Committee has established that providing an information channel for CIA similar to the Family Liaison Office of the U.S. State Department will benefit Agency dependents by giving them information with which to handle the problems imposed on them by a transient life before those problems reach crisis levels. A Family Liaison Service also will support the CIA mission by addressing problems such as employees immobility and inadequate utilization of spouses' skills.

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